

## EDUCATION:

**Pepperdine University, The George L. Graziadio School of Business and Management**

*Master of Business Administration*

**University of Southern California, School of Social Work**

*Master of Social Work - Concentration in Healthcare*

**University of California, Riverside**

*Bachelor of Arts, Social Relations- Concentration in Sociology, Psychology, Anthropology*

**Malibu, California**

**August 2006**

**Los Angeles, California**

**May 1996**

**Riverside, California**

**June 1994**

## PROFESSIONAL LICENSURE:

Licensed Clinical Social Worker, California, Board of Behavioral Sciences (2000), License # LC20116

Licensed Clinical Social Worker, Colorado, Department of Regulatory Agencies (2021), License #CSW.09927193

## ACADEMIC EXPERIENCE:

**USC, Suzanne Dworak-Peck School of Social Work**

Lecturer (July 2018 – Present)

Adjunct Assistant Professor (May 2017 – June 2018)

**Los Angeles, CA**

### Courses Taught:

Doctorate of Social Work (DSW):

- *Design Laboratory for Social Innovation I* (SOWK 711)
- *Design Laboratory for Social Innovation II* (SOWK 723)
- *Financial Management for Social Change* (SOWK 707), Course Lead as of Fall 2020
- *Strategic Innovations for the Grand Challenges* (SOWK 704)
- *Leading Public Discourse* (SOWK 705)
- *Executive Leadership: Leaders As Maestros* (SOWK 714)

Master of Social Work (MSW)

- Clinical Social Work Practice with Individuals, Families & Groups (SOWK 544)

### Curriculum Development:

- Research (SOWK 790 A & B) – Co-Lead
  - In collaboration with co-lead and DSW Curriculum Committee, developed and designed a new 2 semester course to be launched in Summer 2021.
  - Course supports overall redesign of the DSW program and curriculum
- Collaborated with Lead(s) and other Faculty on essential course elements and curriculum development, including:
  - SOWK 707
    - Full redesign of SOWK 707, including the development of content and lectures for 15 weeks.
    - Developed and recorded two units of asynchronous lectures
    - Co-Developed Program Theory and Design Handout for SOWK 707
  - Other course curriculum development and enhancements:
    - Minor redesign of SOWK 723 to enhance collaboration between first and second semester courses
    - Major overall of SOWK 711 and 723 for Fall 2020
    - Assignment development and revisions in SOWK 704
- Developed 2-unit Seminar Course, Integrative Learning for Advance Practice in Social Innovation 2
- Co-Developed / Co-Facilitated DSW Advisement Workshops on:
  - Financial Plans and Staging (lead), June 2020
  - Feasibility Analysis (co-facilitator), July 2020

### Service-Related Work:

- Serve on DSW Curriculum Committee (Spring 2020 – present)
  - Serve on Sub-committee for Grand Challenge 13 on Ending Racism (Fall 2020 – present)
- Student Mentorship (on-going)
  - Work with students beyond class time / semester to further develop Capstone ideas, including program design, financing / funding and implementation
  - Facilitated discussions with students after class on topics of interest such as Board Development, Fund Raising
- Capstone Committee Member for Residency 1 (Fall 2019 – present)
- Application Reviewer for DSW admissions (Sept 2017 – present)
- Worked with Disability Services & Programs to understand how best to support students with accommodations; provided summary of meetings to DSW Curriculum Counsel (Feb 2020)
- Summer Book Club: *How to Be An Anti-racist* (Summer 2020); Continued as a group related to difficult classroom discussions (Sept 2020 – present)
- Me & White Supremacy Accountability Group, April 2021

#### Trainings & Continuing Education:

- Conference on Environmental Justice, April 2021
- The Social Entrepreneur's Mindset, March 2021
- Challenging Discussions, USC Center for Excellence in Teaching, June 2020
- A Vision for The Future: 2020 Futures Series with Laura Nissen, PhD LMSW CADC III, May – June 2020
- Mass Shooters & Murders: Motives and Paths, June 18, 2020
- Ethics for Social Work, June 18, 2020
- The Coronavirus Disease (COVID-19) Pandemic, June 2020
- Ethics for Social Work, December 2017
- Spousal or Partner Abuse, December 2017
- Family and Medical Leave: Law, Health Care and Social Services, December 2017
- Health Issues Distinctive to Women, December 2017
- Aging and Long-Term Care, December 2017

#### **PRESENTATIONS:**

- *Designing the Future: Using Human-Centered Design to Systematically Disrupt the Grand Challenges of Social Work (in 60 mins or less)*, The Network for Social Work Management's 31st Annual Management Conference, A Vision for The Future: Maximizing Social Impact, June 2020 (Rescheduled to June 2021 due to COVID)
- *Substance Abuse Treatment for Women and Children*, UCLA School of Social, Guest Lecturer, various dates
- *Integrating Treatment for Women, Children, and Their Families*, Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment: Connecting Substance Abuse and Mental Health Systems of Care: Improving Outcomes for Children and Families, March 12 – 13, 2008.
- *Trauma-Informed Service Intervention for Women with Co-occurring disorders and Trauma History*. Raising the Bar VI: Improving Gender-Responsive Treatment, April 17-18, 2008.
- *Comprehensive Treatment for Pregnant and Post-Partum Women and their Families*. State Systems Development Program Conference: Partnering to Support Recovery Oriented Systems of Care, August 20 – 22, 2008.
- *Non-Traditional Social Work: Is it for me?* University of Southern California, School of Social Work Forum, Panel Discussion, February 2, 2010.
- *National Drug Court Month Celebration and the Juvenile and Dependency Drug Courts Graduation and Reunion 2010*. Superior Court of California, County of Ventura, Graduation Speaker, May 20, 2010.
- *Leadership Insights*, Panel Discussion, Network for Social Work Management Annual Conference, 2012
- *Family-Centered Substance Abuse Treatment*, The Statewide, Co-occurring Disorders, Integrated Care Conference. Los Angeles, CA, October 2014.
- *Family-Centered Care Poster Presentation*, National Council on Behavioral Health. Florida, April 2015.
- *Family-Centered Care*, The Sixth Annual West Coast Symposium on Addictive Disorders. La Quinta, California, May 29, 2015.

#### **PROFESSIONAL MEMBERSHIPS AND COMMUNITY ACTIVITIES:**

- Equity Allies, NSWM, 2020 – Present
- Inspire Elementary PTO, Vice President, 2018 – Present
- Inspire Elementary, Collaborative School Committee Member, 2018 – Present
- Denver Public Schools, Call for Quality Schools, Placement Review Selection Committee Member, November – December 2018
- Network for Social Work Management Mentorship Program, 2012
- Network for Social Work Management, June 2010 – Present
- Women Presidents' Organization, Los Angeles I Chapter, 2009 – May 2014
- National Association of Women MBAs, 2006 - Present
- National Association of Social Workers, 1996 – Present
- Pepperdine University, Graziadio School of Business and Management Alumni Association Board Member, 2006 – 2008
- Pepperdine University, Graziadio School of Business and Management Alumni Advisory Council, 2006 - Present
- Society for Clinical Social Work, 2000 – 2001
- National Association for Liver Transplant Social Workers, 1998 – 2001

#### **BOARD APPOINTMENTS:**

- Elements Behavioral Health, *Advisory Board Member*, July 2017 – December 2018
- Association of Community Human Services Organizations, *Board of Directors, Chair, Membership Committee*, 2012 – October 2015
- California Association of Alcohol and Drug Program Executives, *Board of Directors, Co-Chair, Services Sub-Committee*, January 2012 – October 2015
- Network for Social Work Management, *Member, Board of Directors, Workforce Competencies Sub-Committee*, June 2010 – June 2014
- Rutgers, School of Social Work, Center for Leadership and Management, *Advisory Board Member*, 2014 – June 2017

## PROFESSIONAL EXPERIENCE:

### **Elements Behavioral Health**

**Long Beach, CA**

#### President, Program Operations

October 2015 – June 2017

Elements Behavioral Health, a \$120 million-dollar, multi-state, multi-site organization, provides residential and outpatient treatment for substance use and mental health disorders, trauma eating disorders and other health care issues.

- Managed 1200 employees and responsible for operations at over 40 locations
- Responsible for admissions, clinical and medical departments, utilization review, verification of benefits and all aspects of clinical programming
- Engaged in local and national communities to market and promote services and improve admissions / profitability
- Accomplishments in first 12 months include:
  - Completed program restructuring resulting in cost savings of approximately \$60M annually
  - Consolidated and centralized several key functions (UR/UM, Human Resources, Compliance, policy / procedures, facilities) allowing clinical teams to focus on client / patient care
  - Acted as an agent of change in helping move organization from a cash pay environment to one dependent on managed care
  - Implemented new documentation standards and protocols and other safety and clinical initiatives aimed at improving engagement in treatment and reducing overdose risks.
  - Enhanced and developed leadership team to ensure the quality, clinical and financial objectives were met
  - Implemented employee programs to improve employee engagement

### **Prototypes**

**Los Angeles, CA**

#### President and Chief Executive Officer

March 2008 – October 2015

#### Chief Program Officer

June 2007 – February 2008

Prototypes' mission is to rebuild the lives of women, children and communities impacted by substance abuse, mental illness, and domestic violence. We promote self-sufficiency by providing integrated and comprehensive programs and ensuring safety and shelter for those in need.

- As CEO, oversaw all aspects of the organization including program operations, quality management, finance, human resources, IT, and fund development
- Managed over \$20 million in operating revenue from government funding streams, foundations, managed care and private donations
- With approximately 250 employees and 13 locations, served over 10,000 high risk women, children, and families annually in residential, outpatient, field- and community-based evidence-based treatment
- Accomplishments include the following:
  - Introduced an annual strategic planning process with Board of Directors, resulting in changes to mission statement, strategic focus and improved operational performance
  - Rebuilt the Board of Directors, established Board governance policies, committee structure, giving requirements, and processes that led to organized and performance focused meetings
  - Achieved a three-year CARF (Commission on Accreditation of Rehabilitation Facilities) Accreditation on first site visit with fewer than 10 recommendations during survey; this process enabled us to organize and standardize processes across all locations regardless of funding streams or populations served resulting in improved quality and oversight
  - Diversified revenue by moving from 100% reliance on government contracts to 90% by securing contracts with 7 national managed care organizations, developing affordable private pay programs and implementing fund development program
  - Complete a financial turnaround of the organization taking it from year-over-year decrease in net assets (loss) to year-over-year increase in net assets (gain); strategies included decreasing administrative overhead, real estate consolidation and outsourcing of non-essential functions
  - Secured funding for implementation of Electronic Health Records and developed plan for implementation
  - Secured organization's first endowed gift of \$1M
  - Implemented employee programs including annual employee survey, performance review process, performance-based compensation and bonuses, standardized new hire orientation process, quarterly supervisor trainings, and electronic time-keeping
  - Improved or maintained Employee (93% of employees "I like my job") and Client Satisfaction (92%)
  - Implemented standardized reporting, including bed-day reports, service reports and staff productivity reports
  - Implemented Quality Improvement Activities and Clinical Leadership Council aimed at improving clinical decision making and measuring results
  - Implemented marketing programs aimed at rebranding and repositioning the organization for more effective and efficient fundraising and client outreach
  - Facilitated merger with HealthRight 360 to improve operational efficiencies and expand organization's reach

**United Health Group**

Vice President, Intake – United Behavioral Health (UBH)

**Van Nuys, CA**  
April 2006 – May 2007

- Promoted to VP, Intake, following merger between PacifiCare Health Systems and United Health Group
- Responsible for the program design of Clinical Intake for all members accessing mental health and substance abuse services
- Developed and executed multi-phased plan to generate an operational improvement of over 450% in telephone performance
- Manage budget of approximately 350 FTEs (\$20M operating budget) across multiple sites for 24/7 operations
- Develop standard processes and policies across multiple sites to improve customer experience
- Oversaw the successful implementation of Virtual Call Center technology across nine call centers as executive sponsor
- Re-designed the front-end delivery model for all members accessing services which includes the integration of Intake and EAP services, telephonic and web-based services
- Created standardized training and quality monitoring program to ensure consistency across sites and compliance with contracts

**PacifiCare Health Systems**

Several Positions Held

**Cypress, CA**

February 2001 – April 2006

Vice President, Chief of Staff for Chairman and CEO

February 2005 – April 2006

- Provided assistance to Chairman throughout the merger process with United Health Group, including assistance with scheduling time sensitive Board of Director meetings, dissemination of highly confidential Board materials, and coordination of schedules between multiple outside parties
- Researched and developed all presentation materials, discussion documents and speeches for Chairman
- Facilitated decision making for the Office of the Chairman by prioritizing information in highly intense environment
- Communicated across multiple business units to ensure execution of overall corporate strategy
- Developed and managed departmental, Vice President educational, and Board of Directors' budgets (~\$25M)
- Organized strategic initiatives and all meetings for the Chairman's office
- Co-organized company-wide development group for female executives
- Project managed diversity initiatives involving African American Health Solutions, Latino Health Solutions and Women's Health Solutions

Chief of Staff for CEO, PacifiCare Behavioral Health (PBH) and Dental / Vision

October 2003 – February 2005

- Led strategic incentives for CEO, including new product development initiatives, partnerships with outside organization designed to increase brand awareness, and national survey on consumer attitudes on mental health
- Executed corporate wide project to increase referrals to preferred mental health clinicians yielding an increase of over 50%
- Developed and implemented new tele-health program for high profile client aimed at improving access to services for employees in diverse locations

Team Supervisor – PBH

October 2002 – October 2003

- Led team of 20 Customer Service Associates and 8 Clinical Care Managers for the Major Accounts team.
- Spearheaded implementation of new accounts including all customer service and clinical training, process and procedural workflows, performance guarantees and communication with account management
- Oversaw clinical risk assessment process for issues such as suicide, homicide, substance abuse, and domestic violence
- Participated on internal and external committees with direct accountability for clinical and call center metrics and quality improvement activities

Lead Care Manager and Care Manager

October 2001 – October 2002

- Conducted clinical risk assessments for a variety of mental health issues including substance abuse, severe mental illness and issues of violence
- Provided referrals to in-patient and out-patient treatment programs and collaborated with treatment providers on most appropriate treatment
- Conducted treatment plan reviews based on evidence-based treatment approaches

**CLINICAL / MEDICAL SOCIAL WORK EXPERIENCE:**

**Cedar Sinai Medical Center**

Clinical Social Worker - Center for Liver Disease and Transplantation

**Los Angeles, CA**  
October 1998 – February 2001

**Providence Saint Joseph Medical Center**

Clinical Social Worker

**Burbank, CA**  
October 1996 – October 1998

**Associated Social Resources**

Clinical Social Worker Consultant

**Los Angeles, CA**  
September 1996 – May 2005